

Subject: Workforce Report

Report to: GLA Oversight Committee

Report of: Head of Paid Service

Date: 18 July 2013

This report will be considered in public

1. Summary

1.1 This is the workforce report for the period 1 April 2012 to 31 March 2013.

2. Recommendation

2.1 **That the Committee notes the report.**

3. Background

3.1 This is the seventh workforce report following the creation of the current organisation structure and covers the year ending 31 March 2013 and contrasts with the year ending 31 March 2012. It also covers complaints monitoring and recruitment for this period.

3.2 In October 2011 the GLA Payroll and HR system transferred to LFEPA under a shared services delegation agreement. The GLA payroll service is provided directly by LFEPA. The core human resources system is hosted by LFEPA with GLA staff connecting to the system remotely. A separate absence management module has been developed. All data is drawn from these two systems.

4. Issues for Consideration

4.1 Detailed data for the year ending 31 March 2013 is set out in the attached document (**Appendix 1**). Throughout the report, commentary has been included on the data highlighting the headline issues. The comparative benchmarking data in this report is taken from the Chartered Institute for Personnel and Development and CBI survey reports. The absence data covers the year ending 31 March 2013 and is taken from the StARS absence management system.

5. Turnover

- 5.1 Total numbers of staff in post have decreased to 724 as at 31 March 2013 from 750 in September 2012. This reflects the impact of the recent restructures that have taken place in the GLA. The distribution of staff across the directorates in percentage terms has remained broadly similar with no significant changes.
- 5.2 Total turnover for the GLA for the year ending 31 March 2013 was 22% with voluntary turnover running at 12% which is higher than the IRS Employment Review Labour Turnover Rates survey 2012 shows the median of employees resigning from their jobs in 2011 was 7.9%. Highest median voluntary turnover rates for 2011 were in the private sector services at 12.5% with median rate in the public sector being 6.1%. Total median turnover rates for the same period as measured by the IRS Employment Review Labour Turnover Rates survey 2011 are 13% across all sectors, 13.2% in private sector services and 14.8% in the public sector. The high level of turnover is linked to the restructurings takings place across the organisation.
- 5.3 Since January 2009 exit interview data has been collected using an online survey engine (www.surveymonkey.com). Following a resignation, an individual is sent a link to a standard exit interview questionnaire that can be completed online. As part of the questionnaire response staff are given the option to also have a face to face interview, normally with a member of staff from Human Resources.
- 5.4 139 leavers were invited to complete part one of the exit interview questionnaire with 22% of them actually doing so. The data shows that 80% would return to work for the GLA in the future. A small number of people agreed to have a face to face interview. The HR&OD team have reviewed the process of collecting exit interview data, and are introducing improvements to try and increase the completion rate.
- 5.5 The Survey Monkey data shows that of those declaring their destination after leaving the GLA that 62% took roles in the private sector, 25% in the public sector and 12% in the voluntary sector. It demonstrates that staff in the GLA are acquiring sufficient experience to enable them to secure alternative work including in the private sector. The main reason for leaving was promotion.

6 Workforce Composition

- 6.1 The Equal Life Chances for All Framework aims to ensure the GLA has a representative workforce.
- 6.2 Table 2.1 in Appendix 1 shows that the workforce composition in terms of ethnicity has increased slightly to 24% over the year in question. The number not stating their ethnicity has decreased from 4% to 1% of the total staff population following a targeted collection of data by the HR team. The overall turnover for BAME staff is entirely proportionate in comparison to the overall GLA profile at 23%.
- 6.3 Table 2.3 in Appendix 1 sets out the breakdown of BAME staff across directorates. Across the directorates, Resources has the highest number of BAME staff with 42% of the directorate total. The percentage of BAME staff in other directorates ranges from 9% in the Secretariat to 37% in External Affairs.

- 6.4 Assembly Members took part in a roundtable discussion on workforce statistics to address issues around low BAME representation in the Secretariat. An action plan has been developed following that meeting and the actions discussed at the Oversight Committee in May 2013.
- 6.5 Table 2.4 shows that the percentage of female staff has remained the same at 51% since September 2012. The turnover of women in the GLA has continued to decrease to 54% for the year ending March 2013.
- 6.6 The percentage of disabled staff has remained stable since September 2012 at 6%. However, when dealing with relatively small numbers, movement of one or two people can make a noticeable difference to the GLA profile. The HR team will seek to encourage those staff who have not responded/declared their status to do this.
- 6.7 An equalities taskforce has been established and an action plan developed which has been agreed with the corporate management team. The taskforce comprises representatives from Unison, HR, the senior and corporate management team including the Director of Housing and Land and the Head of Scrutiny. The action plan focuses on improving representation at every level of the organisation.

7 Salaries

- 7.1 Table 3.1 shows that 59% of staff are in the £30,000 – £50,000 bracket. The number of staff earning over £70,000 has remained stable with 8% of the staffing population in this category. The number of staff earning over £100,000 has also remained stable at 3% since 2011. The GLA has reviewed the trend in salaries from 2007 to date and found that the proportion of senior staff in the organisation has remained reasonably similar from that date. The average salary has remained reasonably stable at £45,094.
- 7.2 The percentage of BAME staff earning above £70k has increased slightly from 7% as at 30 September 2012 to 8% as at 31 March 2013. BAME staff represent 26% of staff earning between £30–40k, and 26% between £40–50k. It is recognised that there is still progress to be made in ensuring the GLA is representative at every level of the organisation.
- 7.3 Table 3.3 shows that the salary levels for female and male staff is broadly representative up to £70,000 although for £70,000+ the number of females decreases to 30% female.
- 7.4 The table below shows the percentage of total staff in each salary grouping. The percentage of total staff earning £61k + has remained stable at approximately 11% from 2007 to 2013. The percentage of total staff earning up to £30k has declined whereas the percentage of total staff earning £30k to £60k has steadily increased from 52% to 72% for the same period.

Year (31 st March)	Grades 1 to 6 / Up to £30k		Grades 7 to 11 / £31k to £60k		Grades 12+ / £61k +		Total Headcount
	No	%	No	%	No	%	
2007	248	37%	351	52%	76	11%	675
2008	252	36%	388	55%	61	9%	701

2009	176	30%	347	60%	58	10%	581
2010	114	19%	410	69%	68	11%	592
2011	111	17%	455	71%	71	11%	637
2012	117	16%	515	72%	79	11%	711
2013	119	16%	519	72%	86	12%	724

8 Sickness Absence

- 8.1 The findings in this report are based on sickness data for the year ending 31 March 2013. The GLA has moved to a new absence management system following the HR system shared service agreement with LFEPA. Comparison data is taken from the CIPD: Absence Management Annual Survey Report 2012.
- 8.2 Annualised figures show an average absence of 3.11 reported days per employee for the year ending 31 March 2013 (target 6 days per employee). The GLA average is significantly lower than published benchmark figures from the CIPD Absence Management Annual Survey Report 2012 which report Central and Local Government who have reported 7.5 and 8.1 days respectively and has remained lower than the Private Sector average reported as 6.6 days.
- 8.3 HR have continued to support line managers in the application of the Sickness Absence policy which helps to ensure absence is reported by managers and encourages proactive intervention resulting in managers engaging with staff much earlier than before, leading to an improving picture of sickness absence.

9 Recruitment

- 9.1 Ninety-two vacancies were recruited to in the 2013 reporting period. All vacancies were advertised internally first and from that process thirty-eight (41%) appointments were made from the existing workforce.
- 9.2 During the reporting period, females made up half of the applicant pool for posts advertised externally and internally and the number of females being appointed from both internal and external advertisements was above 50%.

Females	Applicants	Shortlisted	Appointed
External	53%	51%	54%
Internal	48%	49%	53%

- 9.3 The number of BAME applicants applying for external vacancies has dropped since the last reporting period to 22%. The number of applicants from this group drops slightly through the shortlisting and appointment stages, although this is less significant than in previous periods. The number of BAME applicants for the internal vacancies is higher at 26%, but this number also drops through the shortlisting and appointment stages.

BAME	Applicants	Shortlisted	Appointed
External	22%	20%	18%
Internal	26%	20%	16%

9.4 In line with the last two reporting periods, this period has seen a slight increase in the number of disabled applicants moving through to shortlist stage, likely due in part to the guaranteed interview scheme, and the HR&OD Unit's intervention in the shortlist process. The number of internal applicants declaring a disability is higher than for the external round and the number of disabled applicants being shortlisted is proportionate. There is a slight drop from shortlist to appointment for both external and internal vacancies.

Disabled	Applicants	Shortlisted	Appointed
External	5%	7%	4%
Internal	7%	6%	3%

9.5 The Equalities Taskforce now meet regularly and actions have been agreed in relation to the GLA's recruitment activity. These include;

- Clear sign-posting of the GLA's approach to mainstreaming equalities issues at each stage of the process so that applicants and managers are aware of the importance of equality issues
- Spot checks on recruitment activity and the introduction of further awareness training for managers to ensure that recruitment activity continues to be robust, transparent and equally accessible to all candidate groups.

9.6 The HR&OD team have recently reviewed the placement schemes on offer at the GLA and through discussions with the Executive Management team and the Equalities Taskforce have worked to ensure that the placements are identified, advertised and offered following a consistent process across the organisation.

9.7 As part of the placement programme review an opportunity was identified to offer internship opportunities that are targeted to Black and Minority Ethnic individuals, in areas of the organisation where these groups are under-represented in the workforce. The HR&OD Unit will work with Assistant Directors and Managers to identify, advertise and appoint to these opportunities.

10. Organisational Development and Engagement

10.1 Since October 2012, the HR&OD team have delivered the first phase of the Organisational Development and Engagement Plan, designed to help harness the people benefits from our delivery of the London 2012 Games and support organisational objectives following on from devolution and the 2011 staff engagement survey.

10.2 The Learning from the Games programme evaluated staff experience of Gametime redeployment through an online survey, team discussions and roundtable sessions with the Head of Paid Service. Themes were drawn out, particularly with regards to the need to create more organisational flexibility, maintain high staff engagement and build on the Gametime relationships. These themes have been incorporated into the new HR&OD Business Plan.

- 10.3 The HR&OD team has developed new tools for effective performance management conversations and has been working with senior managers to highlight the importance of effective performance management. New processes have been put in place to ensure increased performance review completion rate. The Head of Paid Service has also been running a series of informal performance management roundtables with a cross section of staff and managers from across the GLA to get feedback on current performance management practice and ideas for improvement
- 10.4 To effectively retain and develop high performing staff, HR&OD team have developed a comprehensive Career Pathways programme of short workshops focusing on different aspects of career management. The GLA Manage Your Career fair, showcasing the internal career development offer (including mentoring, sponsorship for accredited qualifications, professional development, and more) took place on 7 June. The fair, attended by over 150 staff, received excellent feedback. Career development offer will be extended in the upcoming year and will also include 1:1 support from newly trained internal career conversation coaches offering.
- 10.5 The HR&OD team have been working with a number of senior teams across the organisation to enhance leadership skills and help build internal and external relationships. New management and leadership development strategy has been drafted and will be implemented in the upcoming year.

11. Grievances/ Disciplinary

- 11.1 During the period 3 disciplinary hearings were held and there were 3 formal grievances.

12. Complaints Monitoring

12.1 Complaints received from 1 April 2012 to 31 March 2013

- 12.2 For the period 1 April 2012 to 31 March 2013 a total of 21 complaints were received.
- 12.3 Of the 21 complaints received by the GLA, 17 were responded to within the GLA's standard (20 working days). This represents 81% of all complaints received. This is below our 90% target. 2 of the 4 requests which exceeded the deadline did so by only 1 day.
- 12.4 Of the 21 complaints, 12 were not upheld and 6 were upheld and 2 were NFA'd as they were referred to another Authority. An outcome to a further complaint could not be established because a record of the response was not uploaded to the correspondence management system. 20 were stage one complaints, 1 complaint was dealt with at stage two. Examples of these complaints are:
- The conduct of former AM;
 - Appointment process for the Advisor, Team London, Volunteering, Charities and Sponsorship;
 - The behavior of Marshalls contracted to the GB Athletes' Parade on the Mall;
 - Call handling etiquette of Public Liaison Unit; and
 - Inadequate feedback received in relation to a GLA job interview.

Summary of 2012/13 performance to 31 March 2013

12.5 **Table 1 below shows performance against the standard for 2011/12 and 2012/13**

2011/12		2012/13	
Target	Actual Performance	Target	Actual Performance
90%	95%	90%	81%

12.6 Overall during the 2011/12, a total of 21 were received, 95% of complaints were responded to within the standard (20 working days) which met the GLA's local target of 90%. The number of requests received for 2012/13 has remained at the same level. However, our performance of responding to cases within 20 working days has decreased to 81%.

12.7 Table two below shows the number of complaints received by each Directorate during 2012/13.

Table 2: Complaints received by directorate

Directorate	2012/13				Total
	Q1	Q2	Q3	Q4	
Mayor's Office	1	0	1	0	2
Corporate Management Team	0	0	1	0	1
Resources	0	0	1	0	1
External Affairs	2	3	0	3	8
Communities & Intelligence	2	0	0	0	2
Development & Environment	1	1	0	1	3
Housing & Land	0	0	2	2	4
Total received	6	4	5	6	21

13. Improving performance

- 13.1 The GLA will continue to monitor its performance on complaint handling in 2013/14 as part of its performance management framework and in order to improve performance on response times. The indicator will continued to be monitored internally on a monthly rather than quarterly basis to ensure interventions are put in place in a timely manner.
- 13.2 Correspondence, including complaints, information is presented to the Head of Paid Service's Corporate Management Team Meetings on a quarterly basis. Where performance has not reached the local standard (90%) improvement measures are discussed and senior managers are responsible for ensuring the measures for improvement are introduced.
- 13.3 The Public Liaison Unit has allocated individual officers to directorates to assist with improving performance. This has proved to have had a positive impact on our performance.
- 13.4 The Authority will again aim to reach 90% in 2013/4 and maintain the high level which previously achieved in 2011/12.

14. Legal Implications

- 14.1 Under S.67(2) of the Greater London Authority Act 1999, as amended, (the “Act”), the Head of Paid Service, after consultation with the Assembly and Mayor, and having regard to the resources available, and the priorities of the Authority, may appoint such staff as he considers necessary for the proper discharge of the Authority’s functions. He also may under S.70 (2) settle their terms and conditions of employment including terms as to remuneration, after consultation with the Mayor and the Assembly, as he thinks fit.
- 14.2 Receipt of workforce information by the GLA Oversight Committee will help inform and supplement any consultation with the Assembly and the Mayor by the Head of Paid Service on staff appointments and terms and conditions.
- 14.3 Staff appointments may be made to permanent or fixed term contracts as required by the Authority and may be filled by secondment or recruitment. Section 7 of the Local Government and Housing Act 1989 (LGHA) requires that all recruitment be on the basis of “merit”. The Authority has in place procedures to determine the application of “merit”.
- 14.4 Under Section 404 of the Act, the Authority whether acting by the Mayor or the Assembly is required in exercising its functions to have regard to the need to promote equality of opportunity for all persons irrespective of their race, sex, disability, age, sexual orientation or religion, to eliminate unlawful discrimination and to promote good relations between people of different racial groups, religious beliefs and sexual orientation.
- 14.5 It is unlawful to discriminate on the above grounds against persons applying for jobs, determining who should be offered jobs and the terms upon which the offer is made and by refusing or deliberately omitting to offer employment. The GLA also has a statutory duty under the Equality Act 2010 to promote race equality, equality between men and women and disability equality.
- 14.6 Workforce monitoring as described in this report is a matter of good practice but will also enable the GLA to comply with the law as a result of the introduction of the Race, Employment and Equal Treatment EU directives which deal with combating discrimination based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation and the general legislative framework of combating discrimination.

15. Financial Implications

- 15.1 There are no financial implications for the GLA arising from this report.

List of appendices to this report:

Workforce Report – An annual digest of employment data and statistics – Year ending 31 March 2013

Local Government (Access to Information) Act 1985
List of Background Papers: None
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Workforce Report

An annual digest of
employment data and
statistics

Year ending 31 March 2013
issue number: 18

Introduction

This compendium provides information on a range of employee statistics and staff monitoring.

The information contained in this profile presents a range of employment statistics available from the GLA's HR group. For more detailed information or reports, please contact Jo Scott (020 7983 4242).

Notes on the data

Unless otherwise indicated, the source of all the data tables is both the HR Resource Link and Cyborg systems and covers the year ending 31 March 2013.

Figures are presented to the nearest whole number, with the exception of turnover. As a result of the rounding process some percentages will not total 100. The data and figures include all permanent and fixed term employees on both the HR Resource Link and Cyborg systems as at dates indicated. The data excludes the Mayor and Assembly Members.

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1. TURNOVER

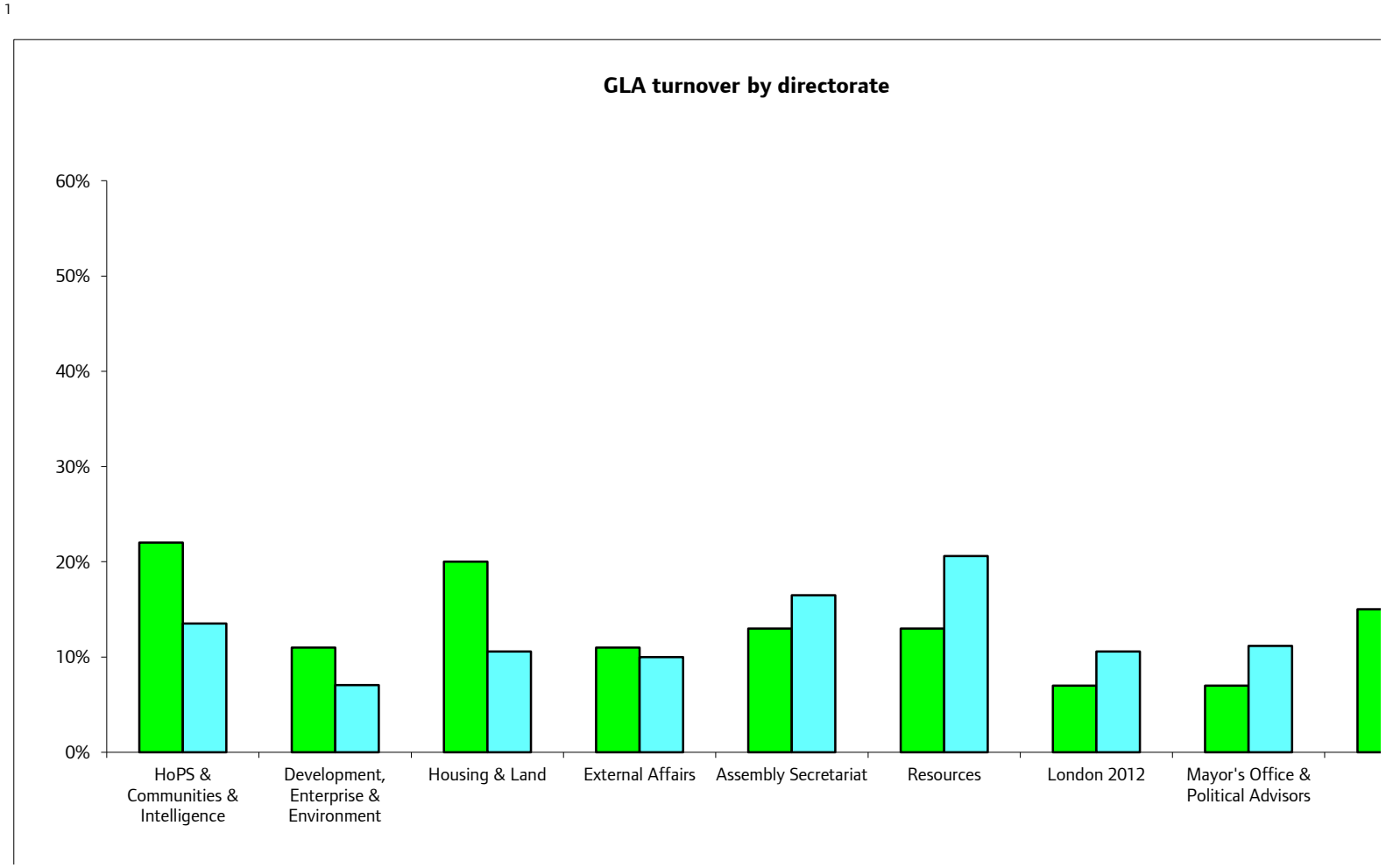
The following tables and charts set out the number of employees in post together with starters, leavers and turnover. Figures have been rounded to the nearest whole number.

Table 1.1 Employees by directorate

The percentage of employees broken down across directorates has remained broadly the same from 2011 to 2013. The total number of employees in post as at 31 March 2013 has decreased by 26. Overall turnover for the year ending 31 March 2013 was 22%, however if only looking at voluntary turnover e.g. resignations, turnover for the year is less at 12%. Within the overall turnover figures are staff who left as a result of fixed term contracts coming to an end (ie in the London 2012 Directorate), redundancy (arising from restructures across the GLA, resignation and TUPE transfer. The London 2012 Directorate was dissolved at the end of March 2013 as staff moved into new teams or left the GLA.

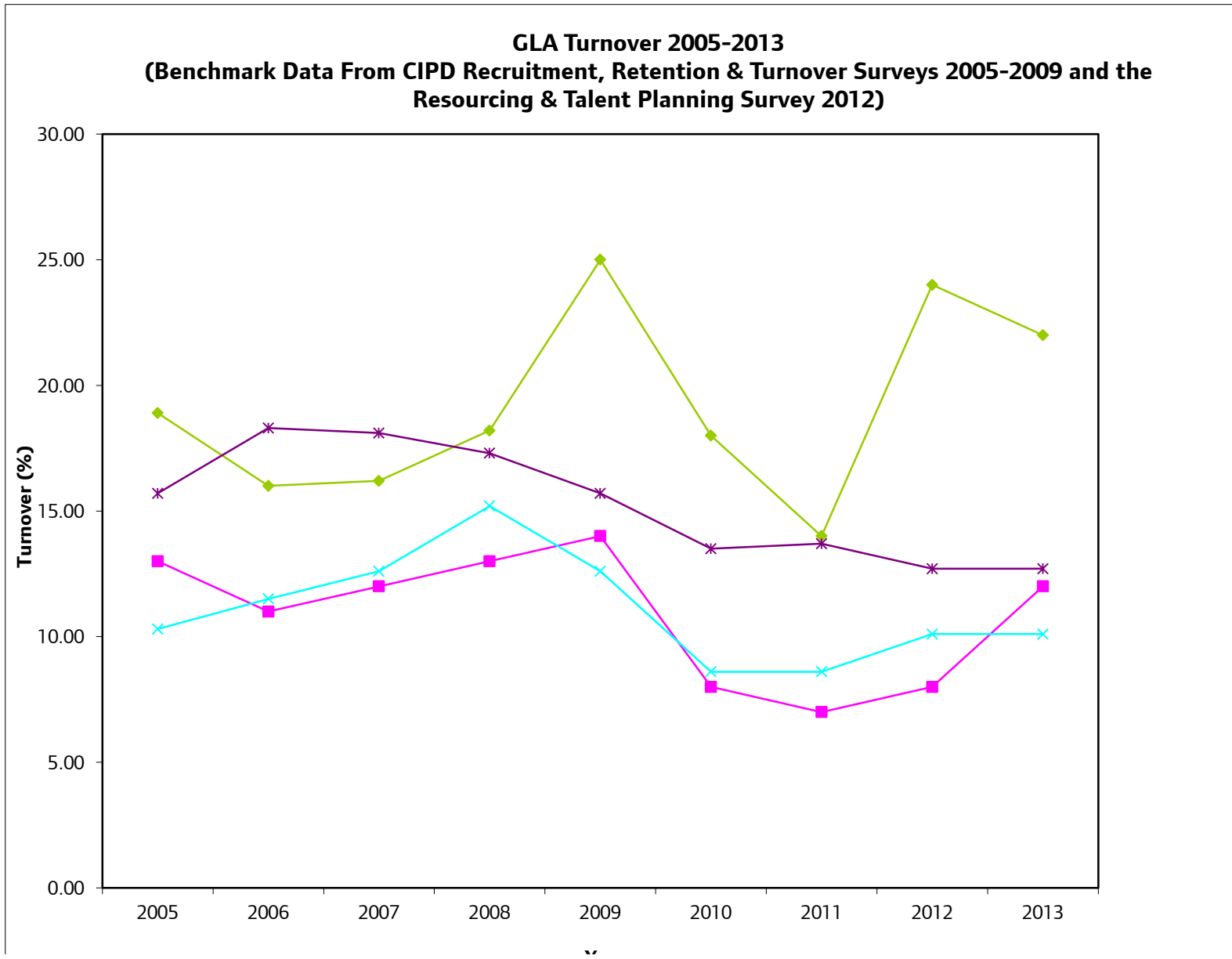
	In post		In post		In post		Starters		Leavers		Total turnover		Voluntary turnover	
Directorate	As at 31/03/2012		As at 30/09/2012		As at 31/03/2013		01/10/2012 to 31/03/2013		01/10/2012 to 31/03/2013		01/10/2012 to 31/03/2013		01/10/2012 to 31/03/2013	
HoPS & Communities & Intelligence	149	21%	128	17%	129	18%	7	13%	7	9%	7	1%	5	1%
Development, Enterprise & Environment	135	19%	136	18%	133	18%	3	6%	8	10%	8	1%	4	1%
Housing & Land	N/A	N/A	94	13%	83	11%	1	2%	13	16%	13	2%	12	2%
External Affairs	85	12%	73	10%	64	9%	2	4%	12	15%	12	2%	7	1%
Assembly Secretariat	103	14%	87	12%	96	13%	14	26%	5	6%	5	1%	5	1%
Resources	167	23%	155	21%	159	22%	16	30%	12	15%	12	2%	5	1%
London 2012	30	4%	31	4%	7	1%	1	2%	16	20%	16	2%	1	0%
Mayor's Office & Political Advisors	42	6%	46	6%	53	7%	10	19%	7	9%	7	1%	5	1%
Total	711		750		724		54		80		80	11% (22% annualised)	44	6% (12% annualised)

Figure 1.1 GLA turnover by directorate



1. Calculations for turnover show percentages of the Directorate totals.

Figure 1.2 Trends in turnover 2005-2013



Overall turnover at the GLA for the year ending March 2013 was 22%. Voluntary turnover was 12%. Comparative figures from the Resourcing and Talent Planning 2012 (source: Chartered Institute of Personnel and Development) show annual turnover rates for public sector as 10.1% with voluntary turnover as 1.9%, for the voluntary, community, not for profit sector as 13.0% overall turnover and voluntary as 7.6%, private sector as 16.1% overall and 8.9% voluntary and overall median turnover across all sectors as 12.7%. The CIPD report is based on 2012 survey results.

Table 1.2 Reasons for Leaving GLA

Reason	01/04/2012 to 30/09/2012		01/10/2012 to 31/03/2013	
	Number	%	Number	%
Resigned	29	32%	29	36%
End of contract	32	36%	15	19%
Dismissed	1	1%	1	1%
Mutual Agreement	1	1%	0	0%
Redundancy	19	21%	33	41%
Retirement	1	1%	1	1%
TUPE Transfer	7	8%	1	1%
Total	90		80	

The GLA has been using Survey Monkey (on line questionnaire) since Jan 2009 for the completion of all exit interviews. The GLA exit interview is designed in two parts. Part one is a quantitative questionnaire, with multiple choice sections on reasons for leaving, part two is a qualitative questionnaire and or face-to-face exit interview. All leavers are requested to complete an exit interview questionnaire except those that leave due to redundancy.

Of the total number of leavers between 01/04/12 and 31/03/13 139 were invited to complete the exit interview. Of these, 22% completed part one of the exit interview questionnaire and, of those, 10% agreed to have face-to-face exit interviews with a member of HR. Leavers are now followed up and encouraged to at least complete the part one questionnaire. The majority of respondents cited promotion/move to a higher paid job as their main reason for leaving whilst 80% of the total respondents stated that they would return to work at the GLA in the future.

Table 1.3 Exit interviews completed by ethnicity

Exit interviews completed	01/04/12 to 31/03/13	
	Number	%
Asian or Asian British	4	14%
Black or Black British	0	0%
Chinese/ any other group	0	0%
White	24	83%
Dual-heritage	1	3%
Total	29	

30 leavers completed exit interviews on-line using Survey Monkey of these, 29 answered the ethnicity question. The numbers and percentages in the above table refer to this 29.

2. EMPLOYEE NUMBERS BY MONITORING CATEGORIES

2.1 Ethnicity

Table 2.1 Employees by ethnic group

	In post		In post		In post		Starters		Leavers	
Ethnic group	As at 31/03/2012		As at 30/09/2012		As at 31/03/2013		01/10/2012 to 31/03/2013		01/10/2012 to 31/03/2013	
Asian or Asian British	54	8%	56	7%	58	8%	4	7%	6	8%
Black or Black British	87	12%	83	11%	78	11%	3	6%	8	10%
Chinese/ any other group	22	3%	20	3%	22	3%	1	2%	0	0%
White	526	74%	549	73%	544	75%	42	78%	54	68%
Dual-heritage	11	2%	13	2%	13	2%	3	6%	4	5%
Not stated	11	2%	29	4%	9	1%	1	2%	8	10%
Total	711		750		724		54		80	

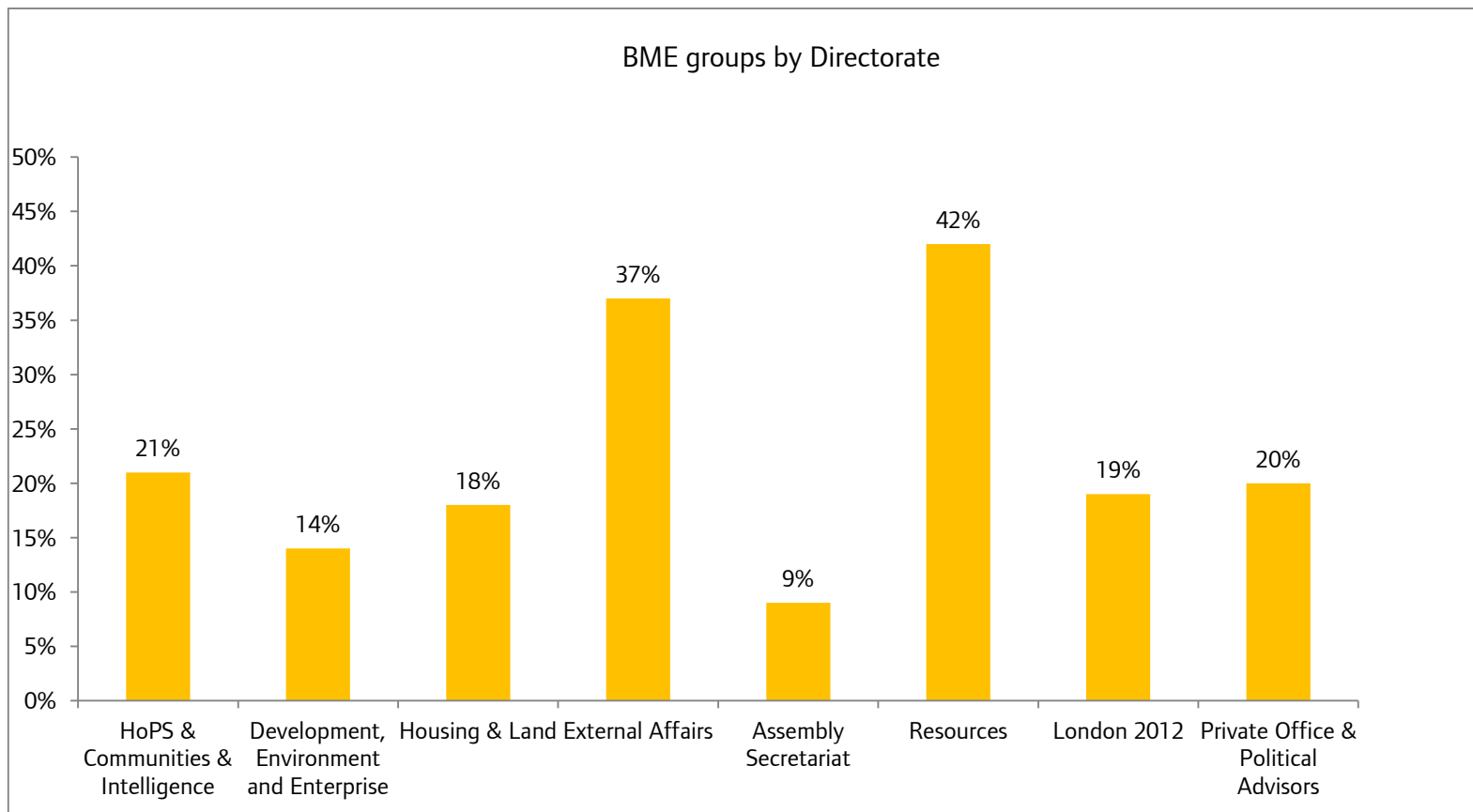
Ethnicity data is now held for virtually all employees. The ethnicity breakdown for all employees in post and new starters has remained fairly stable over the years ending 2007-2013. The BAME profile for the GLA has varied between 24% to 27% over the years 2007 to 2013 and is currently 24%.

Table 2.2 BAME employees by Directorate

Directorate	As at 31/03/2013	
	Directorate total	BAME employees
Assembly Secretariat	9	9%
HoPS & Communities & Intelligence	27	21%
Development, Enterprise & Environment	18	14%
External Affairs	23	37%
Housing & Land	15	18%
London 2012	3	19%
Private Office & Political Advisors	10	20%
Resources	66	42%
Total	171	

Staff from BAME backgrounds account for 24% of the total workforce, table 2.3 shows the percentage of staff in this group as a percentage of the directorate total.

Figure 2.2 BAME employees by Directorate



2.4 Gender

Table 2.4 Employees by gender

	In post		In post		In post		Starters		Leavers	
Gender	As at 31/03/2012		As at 30/09/2012		As at 31/03/2013		01/10/2012 to 31/03/2013		01/10/2012 to 31/03/2013	
Female	367	52%	385	51%	367	51%	25	46%	43	54%
Male	344	48%	365	49%	357	49%	29	54%	37	46%
Total	711		750		724		54		80	

The GLA's target is that women should comprise 51% of the workforce which the current profile reflects. Females also make up the greater percentage of leavers.

2

² Calculations for staff in post, starters and leavers show percentages of overall staff . Calculations for turnover show percentages of that category.

2.5 Disability

Table 2.5 Employees by disability

	In post		In post		In post		Starters		Leavers	
Disability	As at 31/03/2012		As at 30/09/2012		As at 31/03/2013		01/10/2012 to 31/03/2013		01/10/2012 to 31/03/2013	
Disabled	48	7%	46	6%	43	6%	2	4%	5	6%
Non-Disabled	626	88%	653	87%	640	88%	51	94%	64	80%
Not stated/refused	37	5%	51	7%	41	6%	1	2%	11	14%
Total	711		750		724		54		80	

The GLA's definition of disability is based on the social model of disability: "a disabled person is someone who has an impairment, experiences externally imposed barriers and self identifies as a disabled person". This differs to the Equality Act 2010 definition, which is based on the medical model: "a physical or mental impairment which has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities". The HR Group records employees who consider they meet either definition as disabled (some external monitoring mechanisms use the Equality Act 2010 definition only).

The percentage of disabled employees at the GLA has remained at 6% as at 31 March 2013. The numbers of starters who have classified as disabled has decreased to 4% and the number of leavers who have classified as disabled has remained at 6%.

2.6 Age

Table 2.6 Employees by age

Age	In Post		In Post		In Post		Starters		Leavers	
	As at 31/03/2012		As at 30/09/2012		As at 31/03/2013		01/10/2012 to 31/03/2013		01/10/2012 to 31/03/2013	
< 20 years	4	1%	2	0%	10	1%	9	17%	1	2%
20-24 years	23	3%	16	2%	17	2%	9	17%	8	15%
25-29 years	84	12%	92	12%	99	14%	18	33%	11	20%
30-34 years	162	23%	180	24%	164	23%	4	7%	20	37%
35-39 years	137	19%	152	20%	142	20%	4	7%	14	26%
40-44 years	108	15%	110	15%	107	15%	5	9%	8	15%
45-49 years	75	11%	77	10%	73	10%	2	4%	6	11%
50-54 years	52	7%	55	7%	52	7%	3	6%	6	11%
55-59 years	42	6%	46	6%	42	6%	0	0%	4	7%
60-64 years	17	2%	14	2%	13	2%	0	0%	2	4%
65+ years	7	1%	6	1%	5	1%	0	0%	0	0%
Total	711		750		724		54		80	

The age profile of employees in post has remained stable over the past two years of reporting. The average age has reduced slightly from 39 years as at the 31 March 2012 to 36 years as at 31 March 2013. The greatest number of staff are within the 30-39 age band.

2.7 Faith

Table 2.7 Employees by faith

	In post		In post		In post		Starters		Leavers	
Faith	As at 31/03/2012		As at 30/09/2012		As at 31/03/2013		01/10/2012 to 31/03/2013		01/10/2012 to 31/03/2013	
Buddist	2	0%	2	0%	1	0%	0	0%	1	1%
Christian	245	34%	255	34%	237	33%	13	24%	31	39%
Hindu	11	2%	12	2%	9	1%	0	0%	3	4%
Jewish	13	2%	13	2%	15	2%	2	4%	0	0%
Muslim	25	4%	29	4%	26	4%	0	0%	3	4%
Sikh	8	1%	7	1%	7	1%	1	2%	1	1%
None	255	36%	280	37%	291	40%	34	63%	22	28%
Prefer not to say	19	3%	14	2%	11	2%	1	2%	16	20%
Other	13	2%	11	1%	12	2%	1	2%	0	0%
Not stated	120	17%	127	17%	115	16%	2	4%	3	4%
Total	711		750		724		54		80	

2.8 Sexual Orientation

Table 2.8 Employees by sexual orientation

	In post		In post		In post		Starters		Leavers	
Sexual orientation	As at 31/03/2012		As at 30/09/2012		As at 31/03/2013		01/10/2012 to 31/03/2013		01/10/2012 to 31/03/2013	
Bisexual	5	1%	5	1%	6	1%	1	2%	0	0%
Heterosexual	529	74%	559	75%	548	76%	46	85%	56	70%
Lesbian or gay man	41	6%	41	5%	38	5%	3	6%	6	8%
Prefer not to answer	36	5%	14	2%	121	17%	3	6%	14	18%
Not stated	100	14%	131	17%	11	2%	1	2%	4	5%
Total	711		750		724		54		80	

2.9 Contract Type

Table 2.9 Employees by contract type

	In Post		In Post		In Post	
Contract type	As at 31/03/2012		As at 30/09/2012		As at 31/03/2013	
	Number	%	Number	%	Number	%
Permanent	623	88%	609	81%	581	80%
Fixed term contract	88	12%	141	19%	143	20%
Total	711		750		724	

Staff are engaged on fixed term contracts for a number of reasons. For example, temporary staff are used to cover temporary posts. Temporary posts include those linked to external funding, those linked to short-term work, and those linked to the Mayoral term.

Temporary staff can also be used to cover permanent posts. Examples include where the permanent postholder is absent (for example, due to sabbatical, secondment or maternity leave), where the post is being recruited to, where the manager is considering a review of the post or structure.

Apprentices and Mayoral appointments are included in the fixed term contract figures above.

The contract profile of staff in post has decreased from 88% employed on permanent contracts as at 31 March 2012 to 80% as at 31 March 2013.

3. SALARY

For salary, figures are based on full time equivalent salaries.

Table 3.1 Employees by salary

	In post		In post	
Salary	31-Mar-12		31-Mar-13	
Under £20,000	18	3%	19	3%
£20,001 to £30,000	99	14%	84	12%
£30,001 to £40,000	188	26%	204	28%
£40,001 to £50,000	230	32%	222	31%
£50,001 to £60,000	97	14%	109	15%
£60,001 to £70,000	23	3%	26	4%
£70,001+	56	3%	60	8%
Total	711		724	

The majority of employees at the GLA earn between £30,001-£50,000. Some of the movement between salary bands can be contributed to by annual increments, which can move employees from one salary band to another even whilst remaining in the same salary grade. The number of employees earning under £20,000 has increased for 31 March 2012 due to the increase in the number of apprentices, graduate trainees and interns. The average salary as at 31 March 2013 was £45,094. The difference between the highest and lowest paid employee is a ratio of 10 times which is well within the government recommendations of 20:1. The pay-scale for the GLA remains frozen as there was no cost of living increase paid during 2012.

Table 3.2 Number and percentage of employees by salary and ethnic group

Salary range	Under £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001+	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Asian or Asian British	4	21%	8	10%	15	7%	24	11%	5	5%	0	0%	2	3%
Black or Black British	1	5%	24	29%	26	13%	17	8%	5	5%	3	12%	2	3%
Chinese or any other ethnic group	0	0%	1	%	6	3%	13	6%	1	1%	0	0%	1	2%
White	11	58%	49	58%	150	74%	164	74%	95	87%	22	85%	53	88%
Dual-heritage	3	16%	1	1%	5	2%	3	1%	0	0%	1	4%	0	0%
Not stated	0	0%	1	1%	2	1%	1	0%	3	3%	0	0%	2	3%
Total	19		84		204		222		109		26		60	

The majority of BAME employees earn between £20,000 and £50,000. The numbers of BAME staff earning over £70,000 remains low at 8%.

Table 3.3 Number and percentage of employees by salary and gender

Salary range	Female		Male	
	Number	%	Number	%
Under £20,000	11	3%	8	2%
£20,001 to £30,000	43	12%	41	11%
£30,001 to £40,000	112	31%	92	26%
£40,001 to £50,000	121	33%	101	28%
£50,001 to £60,000	49	13%	60	17%
£60,001 to £70,000	13	4%	13	4%
£70,001 to £80,000	18	5%	42	12%
Total	367		357	

Females outnumber males proportionately at salary levels under £20,000, £20,001 to £30,000, £30,001 to £40,000 and £40,001 to £50,000., however the situation reverses for salaries above £70,001.

Table 3.4 Number and percentage of allowances by grade

	In Post	
Allowances	01/04/12 to 31/03/2013	
	No	%
Grade 4	1	1%
Grade 5	3	3%
Grade 6	8	9%
Grade 7	15	17%
Grade 8	20	23%
Grade 9	6	7%
Grade 10	10	11%
Grade 11	9	10%
Grade 12	6	7%
Grade 13	4	5%
Grade 14 and above	6	7%
Total	88	

Allowances include recognition payments, honoraria payments and acting up allowances. The details above include anyone in receipt of such a payment during the period 1 April 2012 to 31 March 2013.

Table 3.5 Number and percentage of allowances by ethnicity

Ethnic origin	01/04/12 to 31/03/2013		
	No	%	Overall BAME GLA employees
Asian or Asian British	12	14%	8%
Black or Black British	3	3%	11%
Chinese/ any other group	2	2%	3%
White	70	80%	75%
Dual-heritage	1	1%	2%
Not stated	0	0%	1%
Total	88		

Allowances include recognition payments, honoraria payments and acting up allowances. The details above include anyone in receipt of such a payment during the period 1 April 2012 to 31 March 2013.

4. SICKNESS

Average days lost due to sickness absence have fallen since 2006, from 8.4 days in 2006 to 3.11 days in 2013. Furthermore, figures for average days lost to sickness at the GLA are lower than published benchmark figures from the Chartered Institute of Personnel and Development (Absence Management Surveys 2005-2012) for both Central and Local Government who have reported 7.5 and 8.1 days respectively and are now more in line with the Private sector who have reported 6.6 days. The GLA's approach to absence management is more pro-active with managers and human resources following up instances of staff hitting trigger points. In addition human resources with the assistance of occupational health continue to support managers managing cases of long term absence.

Figure 4.1 Sickness – average days lost 2004 to 2013

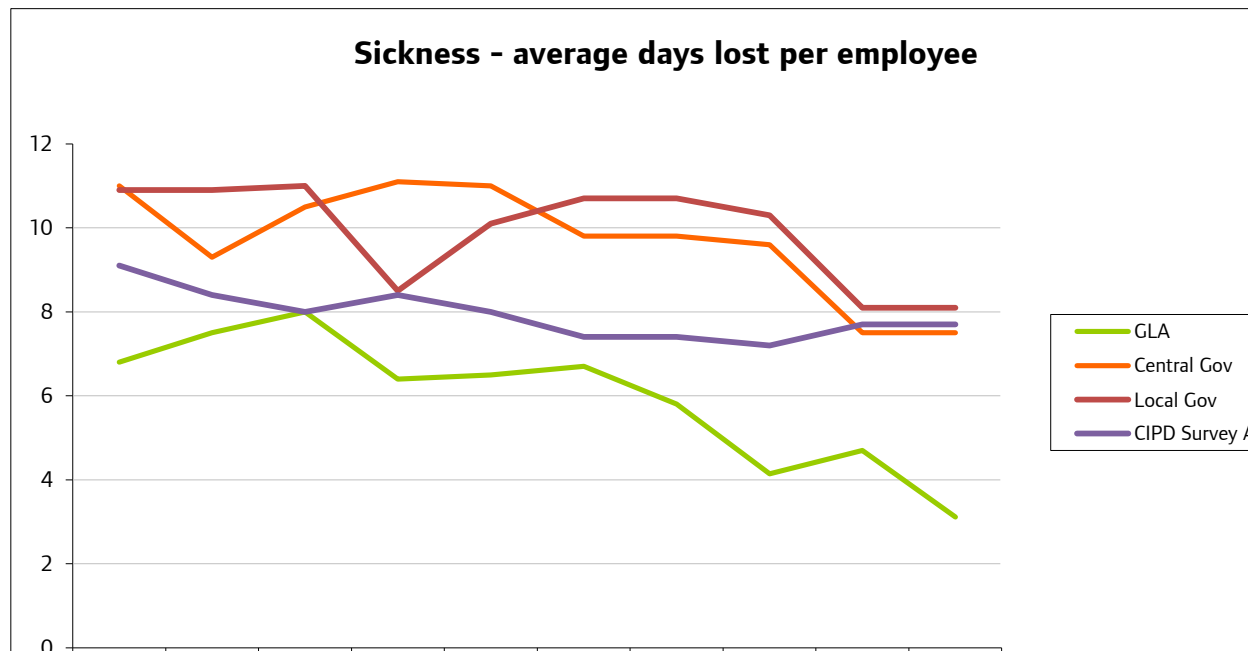


Table 4.2 Reasons for sickness absence

Reason	01 April 2012 to 31 March 2013	
Back and neck problems	180.00	8%
Chest and respiratory problems	157.00	7%
Eye, ear, nose, mouth and dental problems	111.00	5%
Genito-urinary problems	46.00	2%
Heart, blood pressure and circulation problems	17.00	1%
Infections (including colds and flu)	414.00	19%
Neurological (including headaches and migraines)	109.00	5%
Other musculo-skeletal problems (not back or neck)	156.00	7%
Pregnancy related	77.00	4%
Stomach, liver, kidney and digestion ailments	152.00	7%
Stress, depression, anxiety, mental health and fatigue	339.00	16%
Other / None given	411.00	19%
Totals	2169.00	

The CIPD Absence Management Survey Report 2012 identifies the leading cause of short term absence as “minor illnesses” (flu, colds and stomach upsets), followed by musculoskeletal injuries (neck strain, repetitive strain injuries). The CIPD survey also identifies stress as the main cause of long term absence for non-manual workers in the public sector. Table 4.1 shows that the majority of time lost due to sickness absence at the GLA is due to infections (including colds and flu) at 19% and stress at 16%. The average number of days per person per year remains low at an average of 3.11 days per person.

5. DISCIPLINE AND GRIEVANCE

There were 3 disciplinary hearings in the period 1 April 2012 to 31 March 2013. Data from the CIPD Conflict Management Survey Report 2011 shows a median figure of disciplinary cases for the public sector is 8.5, although this is based on organisations that are mostly larger than the GLA

There were 3 formal grievances concluded during the period 1 April 2012 to 31 March 2013. Data from the CIPD Conflict Management Survey Report 2011 shows a median figure of grievance cases for the public sector is 2, although this is based on organisations that are mostly larger than the GLA

6. RECRUITMENT

92 vacancies were recruited to in the 2013 reporting period, with 38 of the vacancies filled internally. The following tables set out the number of people applying for, being shortlisted and appointed to GLA jobs by gender, BAME and Disabled groups. During the last six months of the reporting period, 41% of vacancies were filled during the internal advert round and therefore the data for external and internal applicants has been presented separately in this report.

Female candidates applying for, being shortlisted and appointed, as a percentage of the total number of applicants at each stage of the process.

Year ending 31 March	Posts	Applicants		Shortlisted		Appointed	
		Total	% female	Total	% female	Total	% female
2008 (Apr to Sept)	38	415	54%	127	54%	38	39%
2009	79	1043	53%	250	61%	79	58%
2010	160	2440	57%	558	54%	160	50%
2011	101	2206	52%	390	52%	86	58%
2012	125	1778	50%	421	55%	114	46%
2013	54	1330	53%	271	51%	54	54%

	Posts	Applicants		Shortlisted		Appointed	
		Total	% female	Total	% female	Total	% female
Internal							
2013 (Oct to Mar)	38	128	48%	98	49%	38	53%

During this reporting period the percentage of females applying for vacancies advertised externally was 53%. The percentage of females being shortlisted and appointed to jobs remained above 50% which is consistent with previous years. 48% of responses to the internal vacancies were from females and the percentage of internal females appointed is above 50%.

Black, Asian and other minority ethnic candidates applying for, being shortlisted and appointed, as percentage of total number of applicants at each stage.

Year ending 31 March	Posts	Applicants		Shortlisted		Appointed	
		Total	% BAME	Total	% BAME	Total	% BAME
2008 (Apr to Sept)	38	415	20%	127	19%	38	3%
2009	79	1043	12%	250	12%	79	10%
2010	160	2440	24%	558	16%	160	19%
2011	101	2206	23%	390	20%	86	17%
2012	125	1778	32%	421	24%	114	21%
2013	54	1330	22%	271	20%	54	18%

	Posts	Applicants		Shortlisted		Appointed	
		Total	% BAME	Total	% BAME	Total	% BAME
Internal							
2013 (Oct to Mar)	38	128	26%	98	20%	38	16%

The number of BAME candidates applying for external GLA roles has dropped during this reporting period. There is also a drop from application to shortlisting for this group, but this is less significant than in previous periods. 26% of responses to the internal vacancies were from BAME groups. The percentage of BAME candidates shortlisted and appointed dropped to 20% and 16% respectively.

Disabled candidates applying for, being shortlisted and appointed, as a percentage of the total number of applicants at each stage

Year ending 31 March	Posts	Applicants		Shortlisted		Appointed	
		Total	% Disabled	Total	% Disabled	Total	% Disabled
2008 (Apr to Sept)	38	415	9%	127	10%	38	11%
2009	79	1043	6%	250	6%	79	3%
2010	160	2440	5%	558	5%	160	6%
2011	101	2206	6%	390	10%	160	5%
2012	125	1778	5%	421	7%	114	4%
2013	54	1330	5%	271	7%	54	4%

Internal vacancies	Posts	Applicants		Shortlisted		Appointed	
		Total	% Disabled	Total	% Disabled	Total	% Disabled
2013 (Oct to Mar)	38	128	7%	98	6%	38	3%

The number of disabled applicants who were appointed following an external advert was proportionate to the number of disabled applicants who applied. 7% of candidates responding to the internal advert declared a disability and the number of appointments from this group dropped to 3%.